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Name of Principal Author and all other author(s):

Julie A. Seton, PhD

Joseph Trindal

Phone: 505-678-4949

Principal Author's Organization and address:

TRAC-WSMR

Fax: 505-678-1970

ATTN: ATRC-WS (AST, Inc)

Building 1400, Martin Luther King Drive

Email: julie.seton@us.army.mil

WSMR, NM 88002

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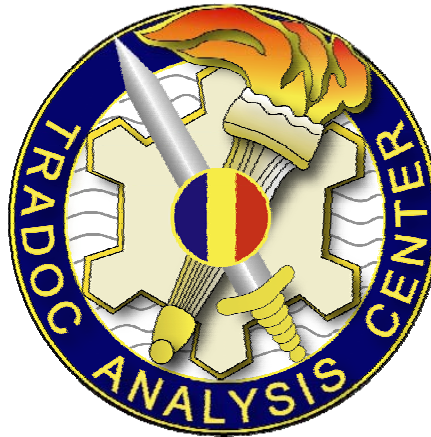
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Lesson Learned: Interagency Coordination is Critical

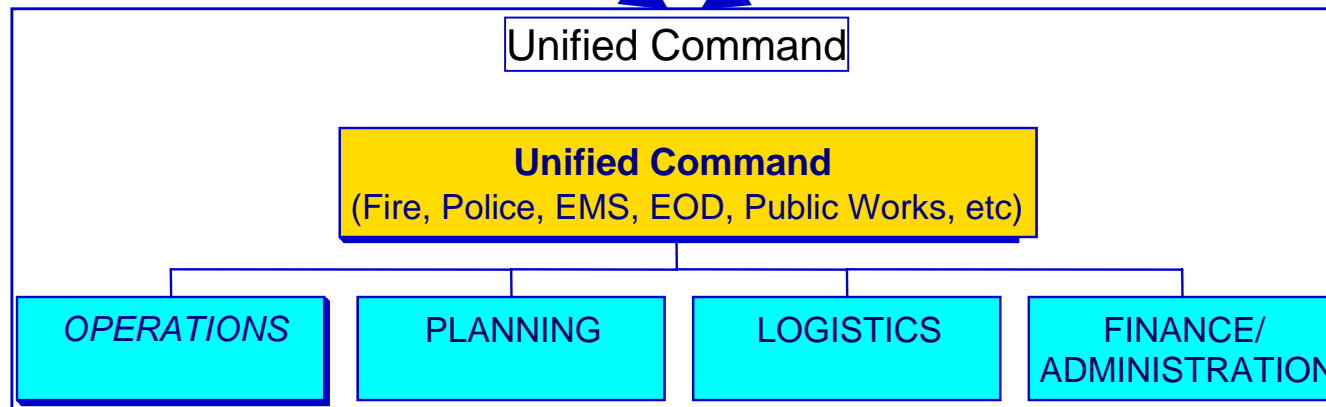
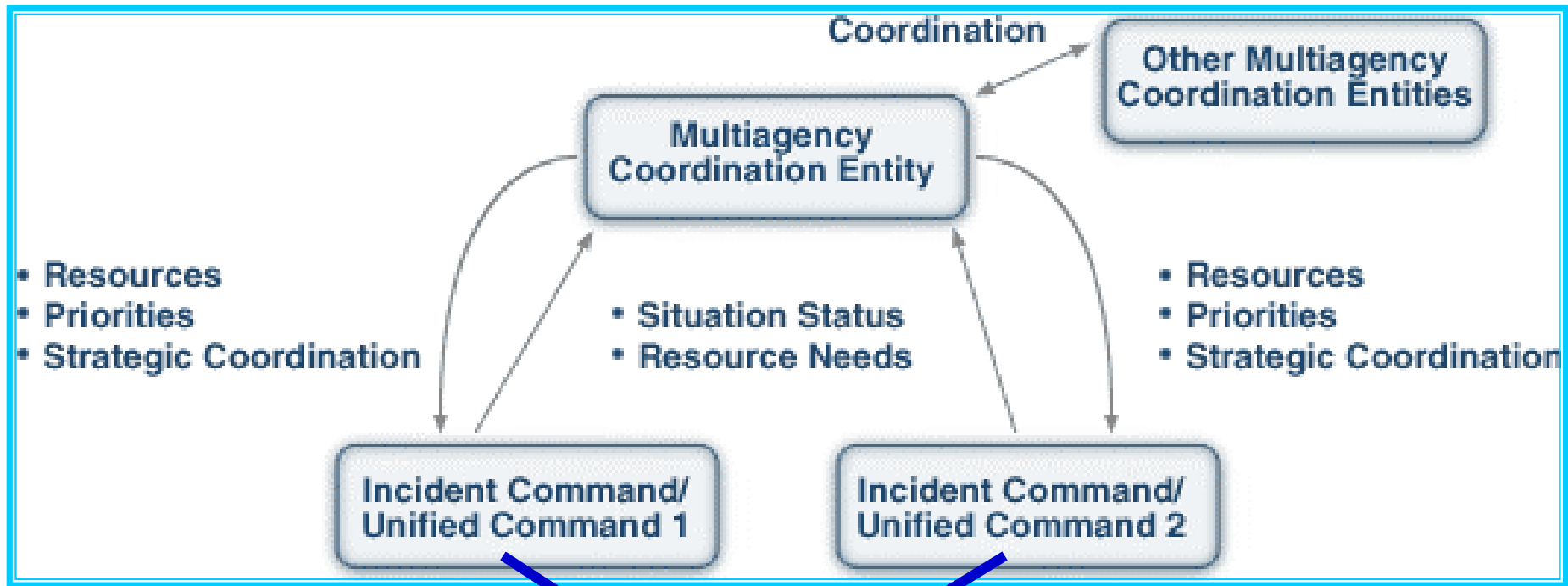


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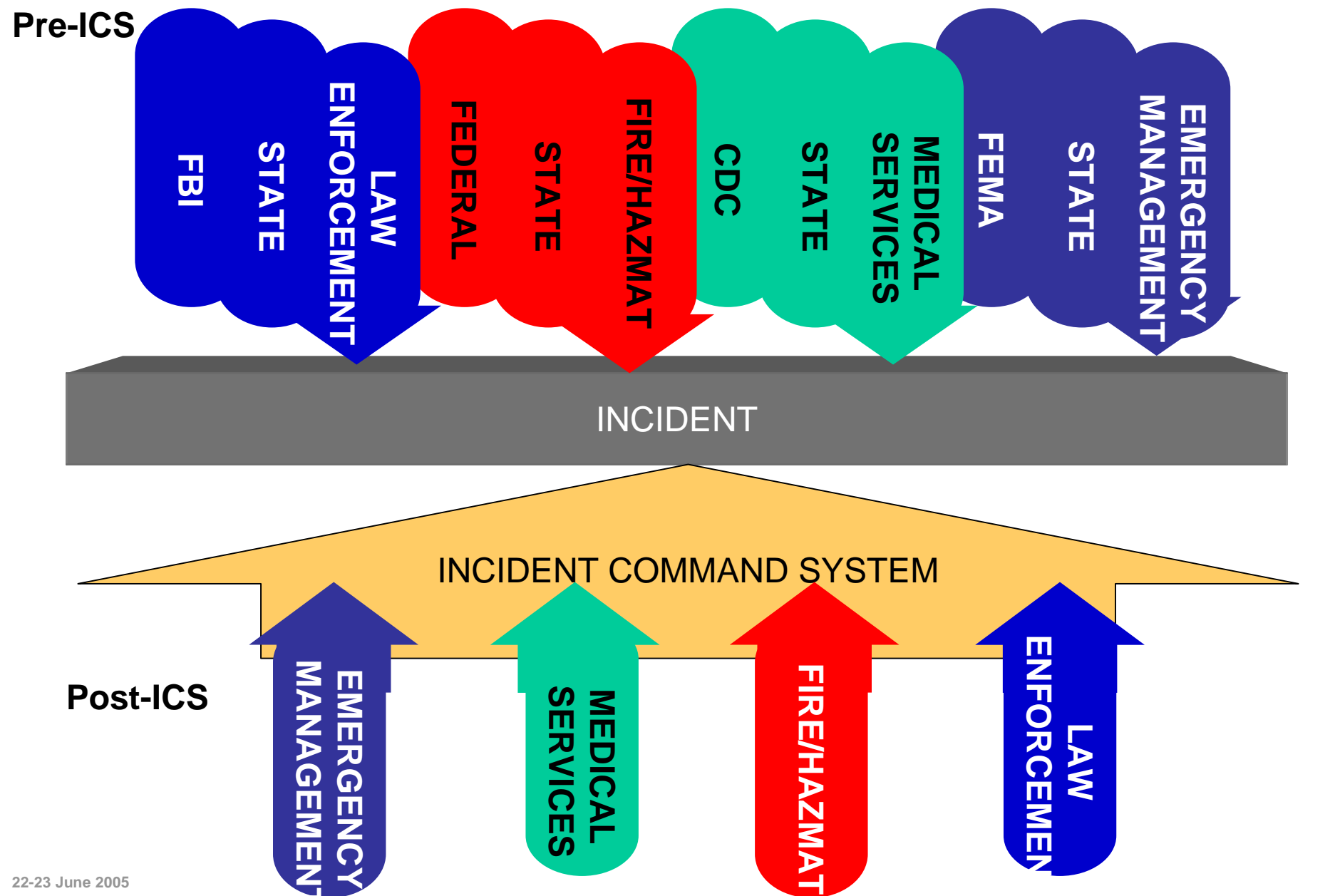
Interagency Coordination Outline

- **Background:**
 - **NIMS (National Incident Management System) requirements.**
 - **Exercise typologies.**
 - **Exercise descriptions.**
- **The Good:**
 - **Tools.**
 - **Positive results.**
- **The Bad:**
 - **Cultural discrepancies.**
 - **Hierarchical rather than cooperative perspectives.**
 - **Negative attitudes.**
- **The Lessons:**
 - **Let the Lead Agency Lead.**
 - **Communications Will Be Problematic.**
 - **Plan For Contingencies.**
 - **Record Key Activities.**
 - **Adopt An Attitude That Training And Exercises Are Regular Duty.**

National Incident Management System (NIMS)



Emergency Services Change in Focus



Exercise Types

- Discussion
- Seminar
- Table
- Computer
- Computer
- Full Scale



M&S Stimulation Strategy and Benefits

- **Provide ground truth information represented in a computer simulation.**
- **Reduce training and exercise costs by modeling an incident and the on-scene response to that incident (personnel and equipment).**
- **Provide robust and realistic conditions for participant consideration during an exercise (i.e., traffic, spectators, weather conditions, etc.).**
- **Identify and correct problems in an exercise setting.**
- **Test adjustments in plans and procedures almost instantaneously.**
- **Provides cooperative, multi-disciplinary environment.**
- **Recording and playback capabilities for further analysis.**
- **Training products can be derived from exercises.**
- **Provides data sets for Post-Exercise Improvement Planning.**

Interagency Coordination Outline

- **Background:**
- **The Good:**
 - Tools available and advantages.
 - Positive exercise results.
 - Improvements in communication.
- **The Bad:**
 - Cultural discrepancies.
 - Hierarchical rather than cooperative perspectives.
 - Stove piping.
- **The Lessons:**
 - Let the Lead Agency Lead.
 - Communications Will Be Problematic.
 - Plan For Contingencies.
 - Record Key Activities.
 - Adopt An Attitude That Training And Exercises Are Regular Duty.

Exercises Under Review

- **Six exercises.**
- **Locations:**
 - **Federal Courthouse – Alexandria, VA.**
 - **Ronald Reagan Building and International Trade Center, Washington, DC.**
 - **Suitland Federal Center, Suitland, MD.**
- **Objectives :**
 - **Exercise communications across disciplines.**
 - **Implement ICS.**
 - **Exercise common language.**
 - **Exercise operations plans.**
 - **Involve local, state, and federal resources.**

Interagency Coordination Successes

- **Tools available and advantages:**
 - Capability to test revised plans, procedures and protocols.
 - Capability to test new communication systems and common operational picture tools.
 - Training tools development across disciplines.
- **Positive exercise results:**
 - Joint emergency response planning.
 - Developing/Reinforcing collaboration and connectivity.
 - Protocols for force protection.
 - State standards modeled after exercise activities.
 - Development of trust across disciplines/government levels.

Pitfalls Encountered

- **Identifying & inviting agencies to participate.**
- **Insuring that objectives meet needs of all agencies.**
- **Cross-purpose missions.**
- **Creating universal buy-in of evaluation criteria.**
- **Unproductive attitudes:**
 - **Lack of trust across disciplines & government levels.**
 - **Fear of exposure (internal and external).**
 - **“War of the worlds” attitude.**
 - **Plans in place are satisfactory (without testing or practice)**
- **Post-X collaboration to develop improvement plan.**

Lessons

- **Let the Lead Agency Lead:**
 - Lead agency must have event essential competencies and capabilities.
- **Communications Will Be Problematic:**
 - Technology will fail.
 - Technology across disciplines will be not be compatible.
 - Language across disciplines will vary.
- **Plan For Contingencies.**
- **Record Key Activities.**
- **Adopt An Attitude That Training And Exercises Are Considered Part Of Regular Duties.**

For More Information

- **Julie A. Seton, PhD.**
- **Advanced Systems Technology, Inc.**
julie.seton@us.army.mil
505-678-4949
- **Joseph Trindal,**
- **US Department of Homeland Security/ Immigration and Customs Enforcement/Federal Protective Service - National Capital Region**
joseph.trindal@dhs.gov
202-359-8505